Region 11, *Grow Southwest Indiana Workforce Board, Inc.*
Workforce Investment Plan

PY2006 and PY2007

Issued January 2007

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Optional Introductory Section (should be kept brief 1-2 pages, maximum)

INTRODUCTION

Economic Growth Region 11 (EGR) is comprised of nine counties—Posey, Vanderburgh, Warrick, Perry, Spencer, Knox, Gibson, Pike and Dubois counties. In 2005, the population was 421,400 which represented 6.7% of the state's total.

The labor force as of March 2006 was 222,580. The non-seasonally adjusted unemployment rate as of December 2006 was 4.3%. The per capita income in 2004 was $31,111, slightly more than the state average.

Effective July 1, 2006 the new Region 11 Workforce Board (RWB) was formed as a result of a reconfiguration of Indiana's sixteen economic regions into eleven. Four counties from the previous Shawnee Trace Workforce area were combined with five counties from the previous Southwestern Indiana Workforce Development Region.

This new board was named Grow Southwest Indiana Workforce Board, Inc. The local elected officials in the region committed to providing dedicated and knowledgeable members for the Board of Directors. The current membership list, as of February 2007, includes:

Andrew Goebel, Chairman
Bob Grewe, Vice President
Greg Wathen, Secretary
Paula Pinkstaff, Chair, Operations Committee
Pete Ruthenberg, Chair, SSI/WIRED Committee
Robin Hamme
Lionel Butler
Stan Keepes
Marcus Anderson
Steve Nixon
Jim Edwards
George Karl
Donnie Angel, and
John Burger.

Arbor E&T, LLC (Arbor) was chosen by the RWB as the new Regional Operator. The transition team from Arbor hired local staff to serve in the Region:

Donna Martin	Operations Manager
Jim Heck	Business Services/SSI Coordinator
Mary Jenkins	Fiscal Agent
Arin Mathies	Executive Director

In addition, the staff contracted with the Chamber of Commerce of Southwestern Indiana in a partnership for administrative support. Jess Velders shares her time between both entities.

The local staff of the Regional Operator has begun putting collaborative partnerships into place. One of the first activities of the Regional Operator on behalf of the RWB was the Skills Matching Summit in December 2006. In light of the announcement of layoff of over 500 workers from the Whirlpool plant in Evansville, our Business Services representative, Jim Heck, partnered with the Chamber of Commerce, the University of Southern Indiana, and the Indiana Department of Workforce Development to create a new type of event for our area.

The Skills Matching Summit was unique in that it brought together employers from the industries that were targeted as having potential shortages in the Strategic Skills Initiatives, and those employers talked to laid-off workers about what sort of skills they would need to learn to be competitive in the workforce. Utilities, Healthcare facilities, Coal Mines and Manufacturers all sent representatives to discuss the skills needed at their companies. In addition, training institutions were available to give information on how the workers could obtain those skills. The training institutions also offered free remediation. The WorkOne Southwest Indiana service provider offered Workforce Investment Act services where appropriate.

All of the partner staff in the region has begun to strategize jointly. Our Operations Manager, Donna Martin, has worked with local office managers to organize regional partner meetings. Additionally, the Business Seminars that have been provided in the Evansville office of WorkOne Southwest Indiana will be rolled out in the Vincennes office of WorkOne Southwest Indiana in February so that others in the region can benefit from the speakers featured in these sessions. The Regional Operator and RWB are committed to regionalizing workforce development efforts in this area.

In-service training for partner staff was established the program year. Forty-eight staff attended a 2-day in-service at WorkOne Evansville December 5th and 6th. The invitation was extended to all partners in the 9 counties making up Region 11. The training was certified by the Health Professions Bureau, entitling participants holding a social work, therapist, or rehabilitation counselor license the opportunity to earn Certified Educational Units. Overall 96% of all attendees gave the sessions a rating of Excellent or Good in quality and presentation.

The research from the Strategic Skills Initiative (SSI) identified shortages in maintenance repair workers, registered and licensed practical nurses, industrial machinery mechanics, and machinery maintenance workers. Root causes of shortages included talent and pipeline issues, education and training capacity, employer recruitment and retention practices, and wage rates and benefits. Identified solutions funded by the SSI grant included industrial maintenance worker training and increased capacity for nursing training. This will result in more than 372 Hoosiers receiving training in the shortage occupations.

In January 2007, EGR 11 was awarded a 2nd Generation WIRED grant in the amount of $500,000. This award is to be used for continued strategic planning, and could result in an additional award of $4,500,000. The WIRED funds will be used to strengthen collaboration between workforce development and economic development organizations and to invest in workforce development strategies in the region.

Section 1 – Mission Statement and Strategic Plans

This section requires the RWB to publish its mission statement, vision and associated goals. This should incorporate the Governor's and IDWD's vision for workforce development in Indiana at the RWB level. The board may also wish to address its core values, specific outcomes and key strategies. Specific performance goals should be annotated in this section as an attachment. These specific goals should include federal, state and economic growth region (EGR) goals. See **Attachment A.**

This section of the plan should build on the Strategic Skills Initiative, the Accelerating Growth, Indiana's Economic Development Plan and other economic and workforce research and planning. The focus should be on targeted skill upgrades for the areas workforce.

PURPOSE/MISSION:

Grow Southwest Indiana Workforce Board, Inc. will support regional economic growth through innovation and collaborative relationships which will develop and grow a highly skilled workforce.

STRATEGY FOR ACHIEVING PURPOSE/MISSION:

We recognize that, in order to attract and retain the kind of businesses that will bring prosperity to our region, those businesses must believe that they will have access to a skilled workforce.

To meet those expectations, we will:

-encourage existing workers to update their current skills and learn new ones, and we will collaborate with others to provide effective and efficient means to do so;

-serve as a catalyst to ensure our young people are provided high quality education and training in our secondary and post-secondary educational and training institutions which will prepare them to meet the demand for both new business growth and replacement of workers retiring from the workforce;

-partner with business, educational, training, governmental and other organizations to constantly monitor, coordinate and communicate the needs of present and prospective employers and the capabilities of those providing education and training services.

We also recognize that we are entrusted with public and private funds which must be utilized as prescribed by pertinent federal and state statutes and guidelines. We will achieve the prescribed results through innovative, efficient and effective oversight of the programs necessary to deliver those services.

CORE VALUES:

While deploying our mission, Region 11 Workforce Board will adhere to the following core values:

- Innovation
- Accountability
- Collaboration
- Excellence
- Service
- Integrity
- Respect
- Diversity

These values were identified as the top priority by the RWB at its December Board Meeting.

Finances

- What are your primary funding streams including sources with dollar amounts?

  The primary funding streams include Workforce Investment Act funds, Navigator, SSI, and WIRED. The funding for each source is as follows:
  - WIA funds include

    - $2,337,080 for 2006 -2007

    - $127,,326 in transition funding

    - $325,168 in Carry-In funds from program year 2005.

  - Navigator will supply $71,661 over two years

  - SSI will supply $1,317,399 over two years

  - WIRED will supply $100,000 over three years. In addition, Region 11 anticipates receiving a WIRED grant that will supply $5.1 million to link economic development with workforce development initiatives.

- What are your financial obligations for each of the two program years? Estimates for funding and obligations should be used for PY2007.

  - WIA obligations are

    - $524,416 in WIA Admin funds for the Regional Operator;

    - 1,150,000 for service provision to adults, youth and dislocated workers;

    - $100,000 for incumbent worker training;

    - $50,000 for computer and internet training;

    - $50,000 for the CAA program.

  - SSI funds have been obligated to three institutions for nursing programs and one industrial maintenance program.

    - Ivy Tech will receive $115,800 for a nursing program over two (2) years.

    - University of Southern Indiana will receive $ 341,055 for a nursing program over two (2) years;

- Vincennes University will receive $245,792 for a nursing program during the current program year.

- Vincennes University will receive $529,750 over two (2) years for an industrial maintenance program.

- What percent of your WIA funding is used for administration in contrast to program, for overhead[1] in contrast to service delivery, and for tier of services (core, intensive & training)?

     Of the funding spent to date, 46% has been used to cover overhead costs. The ratio of overhead to service provision costs is high due to the start up delays which occurred as a result of the transition from a WIB to a RWB.

- What actions are being taken to reduce administration and overhead costs and to increase funding spent on training?

     For Workforce Investment Act activities, a single service provider was selected in an effort to streamline and reduce overhead costs. As our service provider, Vincennes University has sought to leverage dollars and to seek office space in partner organizations that could provide free or reduced rent.

     Sharing other expenses such as phone lines, internet expenses, security, and building maintenance allows the service provider and the regional operator to stretch funds normally used for these services.

     As well, the service provider shares expenses for staff who multi-task for several agencies. An example of this is the front desk administrative assistant in the WorkOne building. This individual was hired by the service provider to direct customers to appropriate agencies and answer the telephone. Since she is directing staff for more than one agency, other agencies within the building contribute to the expense for her position. This pools valuable resources. The dollars saved are put toward direct customer services.

- Describe the competitive process used to award grants and contracts for activities carried out under WIA.

     Service provision has been procured pursuant to the policy of the State of Indiana. The Board initiated a Request for Proposal process for a Regional Operator and received two bidders.

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[1] Overhead includes all costs that are not services delivery which is strictly limited to direct service costs for clients such as training, workshops, supportive services, etc. and front line staff costs including front line supervisor costs.

The Regional Operator who was chosen was Arbor E&T. After their selection, Arbor's Transition Team initiated a Request for Proposal for a service provider and received four bidders. One bidder did not address service provision for the entire region. The Operations Committee of the RWB and the RO agreed on the importance of selecting one service provider to ramp up the WIA services throughout the region.

The Regional Operator plans to use performance evaluations to provide feedback against goals for the Service Provider. The contract for Service Provision was initially written for one year at the direction of the Operations Committee to allow for re-bid and review. The RFP will be published again in Spring 2007 by the Regional Operator.

Strategic Service Delivery
- How is the RWB addressing the needs for service delivery in a cost effective manner?

    The Regional Operator, at the RWB's direction, requested proposals for a single, regional service provider. Vincennes University was selected as a service provider. The selection of a single service provider allowed the RO to establish services throughout the region in the most cost effective manner.

    In addition, our RO staff partners on state and local initiatives. Donna Martin is participating in the ShareNet program through DWD. This partnership will allow Region 11 to reach out to faith-based organizations for the delivery of Internet based services. We have identified a variety of SNAPs to use in the ShareNet program.

- With the reduction of unemployment insurance staff in the WorkOne centers and the upcoming focus on self-service systems for both labor exchange and unemployment insurance, how does the RWB propose to adjust their service delivery strategy to meet the needs of the EGR in a cost-effective manner?

    The RWB is aware of the need to adjust our service delivery strategy to meet the needs of our area in light of the reduction of unemployment insurance staff, with an emphasis on adherence to current law and policy. Information on labor exchange services and unemployment insurance is presented at Board Meetings for planning purposes.

    In accordance with this planning, the RWB voted to fund additional computer lab hours and basic internet class in the computer lab in the Evansville WorkOne. Additionally the classes will be expanded to Tell City in Perry County. The purpose of this class will be to provider users with the skills necessary to complete a variety of self-service systems.

With the additional WIA funding that was allocated to this region, the Service Provider has worked to add customer service generalists. The Service Provider is teaching core services to those who need to file unemployment insurance claims and are eligible for WIA services. Additionally, the RO is in tune with staff integration efforts occurring at the state level, and has recently begun providing feedback for Program Director performance appraisals and approving the posting of vacant positions throughout the region.

- Has a strategy been developed to identify strategic partners for collocation and collaboration in the WorkOne? If so, describe the strategy.

  Donna Martin, Regional Operations Manager runs partner meetings at WorkOne Evansville. As part of the Regional Operators attempt to strategically regionalize all services, Donna started monthly partner meetings in Vincennes WorkOne. The weekly management meeting includes all partners and WorkOne managers, Tom Horstman and Nancy Davisson.

  The Regional Operator has begun working with the Operations Committee to form a Youth Council of partners for collaboration on youth projects. This council will consist of RWB leadership and representatives from partner agencies.

  The Regional Operator also conducts bi-annual inservice training regarding services available to WIA clients.

- Who are those partners?

Vanderburgh County Partners

Career Choices Incorporated
Arbor E&T
Evansville Goodwill Industries
Legal Aid Society
Aurora
United Way of Southwestern Indiana
Vincennes University
Department of Child Services
Division of Family Resources
AARP
Evansville-Vanderburgh School Corporation
Office of Vocational Rehabilitation
Community Action Program of Evansville
Indiana Department of Workforce Development
Evansville Literacy Coalition

Knox County Partners

Division of Family Resources
Office of Vocational Rehabilitation
Four Rivers Rehabilitation
Vincennes University
Transitional Resources
Arbor E&T
Indiana Department of Workforce Development

Additional partners at other locations of the Service Provider include: the Dubois-Pike-Warrick Economic Opportunity Committee Inc. dba TRI – CAP, Ivy Tech, local School Corporations and New Horizons of Mt Vernon.

In addition to WorkOne Partners, county economic development professionals are involved in the coordination of services in their local areas. For example, For instance in Dubois County, the economic developer is partnering with the Patoka Valley Vocational Cooperative that serves Pike, Dubois, north Spencer and east Gibson counties.

The region also has a resource in the new Purdue Technical Assistance Program (TAP) Field Office that will be located in Dubois County at the Vincennes University Jasper Campus. Dubois County has made a $150,000 commitment over 3 years for this facility. They will provide significant workforce resources for area manufactures.

- What is the service integration strategy for increasing the integration of all WorkOne services within the restrictions that are set forth by federal and state law/policy?

The Regional Operator attends statewide meetings that the Indiana Department of Workforce Development convenes to for the purpose of increasing service integration. The RO recently began providing feedback to the state for Program Director performance appraisals and approving the posting of vacant positions throughout the region

In Vanderburgh and Knox counties, where full service sites are available, all Employment and Training staff are co-located. Once a customer is referred to WIA services, the service provider staff assist customers with all aspects of their job search, including those activities performed by Wagner-Peyser staff. They work on CS3 profiles and job matching with the customer. The only services they do not perform are UI services as these are specialized and governed by law to be state merit duties only. Services in these counties are integrated to the point that customers are unaware of the funding stream for the staff person who is serving them. All staff are seen as WorkOne staff to the customer.

In small counties where customers are served at WIA itinerate sites, there are no DWD staff to assist customers so service provider staff assist customers in all aspects

of their job search except Unemployment Insurance. Service provider staff make computer access available to all customers who need services.

- How does this include the use of systems such as TrackOne and other tools that enhance the ability to integrate service delivery?

    TrackOne training has been completed and the system is helping to integrate operations. Donna Martin is the Master User for the Regional Operator. Donna has recruited a TAA staff person to serve as the second Master User, to deal with all issues relating to the TAA function of TrackOne. The reporting function has not yet been usable.

    The TAA representative, June Davis, works closely with Donna Martin on any TrackOne issues. Also, by making the TAA person a Master User, we strengthen our integration with the state staff.

- How is the RWB integrating the Strategic Skills Initiative (SSI) into WIA service delivery and operations? How will the RWB continue the SSI without the additional SSI funding?

    The RWB has fully integrated the SSI into all service delivery and operations. The industries that were identified in the SSI research are still the focus of planning activities and the Region's WIRED proposal.

    An example of this integration is the Skills Matching Summit that was conducted in December. This event pulled together all partners to address a massive layoff in our area. Rapid Response, WIA Dislocated Worker, TAA, local training providers, and the Chamber of Commerce of Southwestern Indiana all pulled together companies from SSI identified industries to inform laid-off Whirlpool workers of the skills that are in demand in this region in the coming years.

    Mohammad Khayum, of the University of Southern Indiana, collaborated on this project, and additionally agreed to conduct supply chain studies in the region. The addition of this type of advanced labor market information will provide valuable feedback to the planning group of the Skills Summit.

    The emphasis on the SSI throughout the region is a factor for all of our planning and strategic decision making. With the seed money provided through the 2nd Generation WIRED, this area should be able to plan how to build sustainable solutions for these industries.

- What strategies are being developed to support the three Pro Talent objectives described in "Accelerating Growth - Indiana's Strategic Economic Development Plan?"

Our RWB has a close relationship with Southwest Indiana Network for Education (SINE). Two RWB members also serve on the Board of Directors of SINE. Recently the Indiana Office of Community and Rural Affairs awarded SINE $145,968 for a project, titled "Manufacturing Career Awareness Project." This program is designed to build a skilled labor pool of emerging workers for Southwestern Indiana.

In addition, TMMI recently awarded a $2,500 grant to SINE for its Learning Exchange project. The Learning Exchange is an education and business partnership aimed at promoting communication and collaboration between educators and area businesses. The project provides for applying classroom learning to the world of work. The grant from Toyota will enable SINE to offer classroom project grants of up to $1,000 to enhance the experience for the students.

The SSI solution that allowed for the purchase of the Amatrol elearning system is directly geared toward addressing pipeline issues of the emerging workforce in the industrial maintenance area. The RWB purchased a site license, and can now provide Amatrol training anywhere in the region for just a small price (approximately $15) per module. Combinations of modules can be used in conduction with simulation equipment.

In conjunction with SINE, our region is home to a special project in Spencer County that brings Advanced Manufacturing training directly into the Heritage Hills High School. The pilot program, called Project Excellence, utilizes the Amatrol elearning system for high school students. The success of this training is being measured, with students coming out of the pilot with learning levels two grades higher than when they entered. Our region hopes to be able to duplicate this pilot at other schools as a solution to industrial maintenance pipeline issues.

Emerging workforce shortages are also being addressed specifically by the utility industry in this area, so we have partnered with Vectren Corporation to make them a partner to our collaboration. Results of this partnership include participation in the Skills Matching Summit, possible Amatrol elearning pilot programs and a committee that has met regularly to address credit transfer between local post secondary institutions and joint curriculum development.

- What is the RWB's continuous improvement strategy?

Through the first six months of the program year, the RWB and Regional Operator have dealt primarily with the issues of building a new system after the transformation that began in July 2006. For continuous improvement in Workforce Investment Act programs, Regional Operator, in conjunction with the Operations Committee has developed standard operating procedures to ensure performance levels in service delivery. Now that this framework has been established, the Regional Operator will work with the Operations Committee to put a performance matrix in place for the Service Provider.

Additionally, our Service Provider has suggested that the Regional Operator develop and maintain a professional development program for our service providers and other partner staff.

Outside of continuous improvement in the Workforce Investment Programs, our region requires a strategy for forward thinking in our other programs. With the influx of 2nd Generation WIRED money, the area is going to receive special assistance from Department of Labor, including a no-cost contract with CAEL, to develop sustainable workforce development systems.

Even before the 2nd Generation WIRED was awarded, our RWB committed to using the SSI methodology as a way of ensuring quality work product. The problem solving outline includes the following steps:
1. Identify improvement opportunities.
2. Identify root causes.
3. Identify possible solutions.
4. Implement the best solution.
5. Monitor improvement.

- How is continuous improvement being used to address quality staffing, service delivery integration and improved performance?

The Staff Satisfaction Committee started in WorkOne Evansville will be utilized to address needs of local offices throughout the region. Regional Operator staff collaborates with this committee to address continuous improvement with state and local staff. Quarterly WorkOne staff meetings are held to address issues, improve communication,k and facilitate team building.

WorkOne Marketing
- How is the RWB promoting the WorkOne system?

The Regional Operator and Staff have participated in Brand Champion Training provided by the Department of Workforce Development. The RWB has begun using the *WorkOne Southwest* brand in marketing of WIA programs. The RWB has recently reconvened the Marketing Committee and has begun working on website development.

- What marketing strategy exists, not only to promote the WorkOne system, but also to increase communication between all parties including elected officials, RWB members, partners, employers, and the public?

Our Marketing Committee was formed in January 2007 and will begin working on a marketing plan for all programs. During the transition, marketing had been handled by

the Regional Operator, in conjunction with the board committees, both SSI/WIRED and the Operations Committee.

In addition, we will be hosting an annual meeting in March 2007 with Local Elected Officials and local economic development officials to share the annual Strategic Plan and accomplishments from the previous year. This will be an annual forum for increased communication with these partners.

Our service provider holds quarterly community roundtables on a county basis to enhance communication and understanding among community workforce participants.

- How is the RWB's website used to promote the WorkOne system and increased communication?

Since the establishment of our Marketing Committee, we have developed a web portal at www.workonesouthwest.com. Our next step will be to develop a detailed plan for our web presence. The website will be branded at WorkOne Southwest and will provide a communication forum not only for the public, but also will include an online network for our Board Members and partners.

SWOT (Strengths, Weaknesses. Opportunities and Threats) Analysis
- What are the EGR strengths, weaknesses, opportunities and threats?

Strengths
Identifying resources
Diversity of board
Engaged board and effective use of committee
Full regionality of board
Inclusive
Staff can go above and beyond
Lots of strategic initiatives

Weaknesses
Recreating and redefining the system
Working toward performance standards
General uncertainty about statewide plans
Different regional maps of partners

Threats
Too many activities on the table, some are mandated
Need to establish regional priorities

Opportunities
Including people who have never been included in the past
Collaboration with Chamber of Commerce and other economic development partners

2nd Generation WIRED
Communicating w/ all the economic development groups
Linking initiatives like Project Lead the Way and STEM to other school corporations
Non-board members on committees and other key partners

- How will the RWB use the strengths and opportunities to the advantage of the WorkOne system?

The RWB will utilize the technical assistance offered in the 2nd Generation WIRED proposal to determine how to make use of our best practices. We have been contacted by CAEL, who offers sponsored consulting services under the WIRED program. Through the process of receiving the technical assistance offered through Department of Labor to us, the RWB will assess how to maximize strengths and opportunities and share these throughout the WorkOne system.

- How will the RWB address the weaknesses and threats in order to minimize any adverse affect on the WorkOne system?

The RWB continues to prioritize in conjunction with the Regional Operation staff. The members of the Board have committed to their plans to stay strategic in their thinking and planning. Plans include communication with other areas and elected officials, possible following networking opportunities or utilizing electronic communication.

As an example of the RWB's commitment to communication, the SSI/WIRED committee recently sent a small group of Board Members and Regional Operator staff to Ft. Wayne for an information exchange with EGR 3. This activity resulted in a wealth of information and best practice examples that was then shared at the next Board Meeting with all members.

Additionally, the RWB utilizes a strong committee system which allows for focused distribution of work. This strength will allow the RWB to address obstacles and threats to the system as they arise, in an organized and productive manner.

Grant Opportunities
- What grants or types of grants does the RWB plans to pursue? Include descriptions of the services available under the grants and how the grants fit into the RWB's strategic plans.

The 2nd Generation WIRED initiative will allow the RWB to engage in planning for attracting new and innovative funding streams to our region. The outline of our plan for our WIRED initiative includes addressing issues of emerging and existing workforce and development of entrepreneurship programs. A large portion of the technical assistance offered at the WIRED conferences is geared toward identifying other federal funding streams that could help us regionalize our best practice projects.

Additionally, we would like to make additional use of the TAG funding offered by Indiana Department of Workforce Development in our region. This funding would allow us to address existing workforce issues in the industries that have been identified in the SSI research. The Regional Operator is currently developing a business services plan that will target our efforts in seeking TAG funds toward industrial maintenance and healthcare.

- What strategies are in place to promote grant opportunities to employers? Please specify any specific grant opportunities that are being promoted to employers.

The Business Consultant in our area, Bill Bennett, works to promote IDWD grant opportunities to companies on a regular basis. In addition, we sometimes include additional partners for special projects. When Vectren Corporation asked for help in resolving their issues with an aging workforce, Bill Bennett and Jim Heck collaborated to offer them solutions that included a credit transferability project by our local universities and application preparation for state training grants. This partnership resulted in Vectren Corporation participating in the Skills Matching Summit to inform dislocated workers of how they should focus their training efforts.

Section 2 – Labor Market Information and Demographics

Much of the information for this section of the local plan should be available based on the Strategic Skills Initiative. The Labor Market Information and Demographics should present a vivid picture of the area's workforce and workforce needs. It should be the basis for both the strategic and operational plans.

Workforce Statistics
- What does the current workforce look like statistically? This should include data on both the workforce and the job seekers.

  From *InContext*:
  There are approximately 421,400 people in the nine county Region 11. This number made up 6.7% of Indiana's total population in 2005. Over 41% of the residents live in Vanderburgh County, with another 13.4 % in Warrick County. The regional labor force consists of 201,357 people, 95.3% of which work within Region 11. An additional 6,200 commute into the region for work.

  Manufacturing supplies the most jobs to this region. While the State of Indiana saw a loss of jobs in the manufacturing industry, Region 11's jobs increased by 1.4%. The region has also seen an increase in health care and social service jobs from 2001 to 2004.

  As of September 10, 2006, the Labor Market Analyst reports that the top five categories of people looking for work are assemblers, production laborers, all other machine operators, all other hand workers, and forklift/industrial truck operators.

  The mining industry and the finance and insurance industry both experienced significant losses since 2001. Mining jobs decreased by 32.4% and finance and insurance jobs decreased by 24.6%.

  From Region 11 Highlights:
  A total of 25,897 workers or 9.1 percent of the workforce commuted into Region 11 in 2003. Illinois sent the most workers into the region. Conversely, 18,552 or 6.7 percent of the labor force commuted to work outside of the region. Kentucky received the most workers from Region 11.

  The estimated average unemployment rate for 2004 was 4.6 percent, below Indiana's annual average of 5.2 percent. The region's unemployment rate was based on an estimated average residential labor force of 218,700. Of that labor force, 208,600 were employed and 10,100 were unemployed.

  For the year 2004, there were 206,150 jobs at industries within the region. The largest employing industry in the region was manufacturing with 22 percent of the total industry employment. The trade, transportation and utilities industry was second at 20.9 percent.

The industry showing the most growth in jobs over the three year period (since 2001) was education and health services (including both public and private employment), increasing 1,811 jobs or 4.6 percent above 2001. Seventeen percent of employers in the region employed 20 or more workers and those represented 78.6 percent of all employment.

The all industry average 2004 earnings for the region was $33,451 per year versus Indiana's $34,693. The region average wage was an increase of 10.7 percent over the region's 2001 industry average wage. Two of Region 11's 11 North American Industry Classification System super-sectors had annual average earnings greater than the Indiana average for those industries. The region's manufacturing industry had the highest average earnings at $46,113 per year, with natural resources and mining second at $43,550, while the industry with the lowest annual earnings number was leisure and hospitality services at $11,572. The same industries statewide paid an average $47638, $34,117 and $13,875 per year, respectively.

- What are the workforce needs for the area's employers (current and future)?

Future workforce needs rom Occupational and Skills Shortages Report, Strategic Skills Initiative indicate that the emerging occupations in Region 11 include Medical Imaging Technicians, Pharmacy Technicians, and Respiratory Therapists. Employers need pipeline initiatives to address these occupations.

The Root Causes Report revealed that the overall emerging workforce issues include lack of good career information and career awareness. Additionally, employers of industrial maintenance workers need assistance with their recruitment and retention practices.

Currently, our utility industry needs assistance dealing with a severe aging workforce issue. Some of the positions that will be open in this field require skills closely aligned with the other industrial maintenance positions that will have openings over the next several years.

Healthcare facilities continue to need both entry-level workers, such as Certified Nursing Assistants, and RNs.

Other employers, across a variety of industries, have noted that they need skilled managers.

- How are those employer needs for skilled employees going to be met? Include strategies for upgrading current worker skills and for finding and preparing new workers.

Our region has committed to applying the SSI methodology to all program areas and initiatives. This allows all partners to focus on the shortages and root causes that are directly affecting employers and workers in this area.

In accordance with this philosophy, we are piloting a Career Advancement Account program to address the need of Healthcare facilities, including nursing homes. The CAA pilot will result in training for CNAs and other health care professionals.

Pipeline issues in industrial maintenance will be addressed by an RFP for the second phase of the Strategic Skills Initiative. Local programs like Project Excellence in Spencer County and Project Lead the Way are available for expansion across the region. Since the RWB owns a license to conduct Amatrol training, elearning can be used to address pipeline issues or provide skill upgrades to incumbent workers.

The Regional Operator will partner with the IDWD Business Consultant to bring Training Acceleration Grants into the region to provide skill upgrades for current workers. Again, applications will be made with a concentration in targeted areas, including industrial maintenance and healthcare.

- What are the EGR's current and projected employment opportunities?

From Indiana Economic Growth Region 11 Occupational Projections
2002-2012
Top 20 Occupations with Largest Numerical Growth for Indiana Economic Growth Region 11
1   Registered Nurses
2   Truck Drivers, Heavy & Tractor-Trailer
3   Combined Food Preparation & Serving Workers, Including Fast Food
4   Waiters & Waitresses
5   Retail Salesperson
6   Janitors & Cleaners, Except Maids and Housekeeping Cleaners
7   Elementary School Teachers, Except Special Education
8   Teacher Assistants
8   Cashiers
8   Receptionists and Information Clerks
11 Nursing, Aides, Orderlies & Attendants
11 Team Assemblers
13 Social and Human Service Assistants
14 Maintenance & Repair Workers, General
15 Customer Service Representatives
15 Electricians
17 Self Enrichment Education Teachers
17 Sales, Representatives, Wholesale and Manufacturing, Except Technical & Scientific Products

19 Medical Assistants
19 Office Clerks, General

From Indiana Economic Growth Region 11 Occupational Projections
2002-2012
Top 20 Occupations Ranked by Total Openings for Indiana Economic Growth
Region 11
1   Cashiers
2   Retail Salespeople
3   Combined Food Preparation & Serving Workers, Including Fast Food
4   Registered Nurses
5   Waiters and Waitresses
6   Team Assemblers
7   Truck Divers, Heavy and Tractor Trailer
8   Laborers and Freight, Stock & Material Movers, Hand
9   Office Clerks, General
10 Janitors & Cleaners, Except Maids and Housekeeping Cleaners
11 Maintenance & Repair Workers, General
12 Stock Clerks & Order Fillers
13 Elementary School Teachers, Except Special Education
14 Sales, Representatives, Wholesale & Manufacturing, Except Technical and
Scientific Products
15 Helpers- Production Workers
16 Receptionists & Information Clerks
17 General & Operations Managers
18 Food Preparation Workers
19 Teacher Assistants
20 Cooks, Restaurant
20 First-Line Supervisors/Managers of Production & Operating Workers

- What are the EGR's high-demand, high-wage occupations (should come from
  Strategic Skills Initiative)? This must include a demand occupation list.

Occupational & Skills Shortage Report Summary
Key Industries:
Mining, Manufacturing, Utilities, and Health Care

Key Occupations:	Shortage Projection 2007
Maintenance and Repair Workers	94
Registered Nurses	39
Licensed Practical Nurses	37
Industrial Machinery Mechanics	10
Maintenance Workers, Machinery	4

High Wage High Demand Jobs in Indiana Growth Region 11

Prepared by Research and Analysis Department
Released on July 2005

Registered Nurses
Elementary School Teachers, Except Special Education
Electricians
Self-Enrichment Education Teachers
General and Operations Managers
Secondary School Teachers, Except Special and Vocational Education
Medical and Health Services Managers
Radiological Technologists and Technicians
Accountants and Auditors
Plumbers, Pipefitters, and Steamfitters
Physical Therapist Assistant
Physical Therapist
First-Line Supervisors/Managers of Construction Trades and Extraction Workers

- What are the job skills necessary to obtain the employment opportunities especially high demand, high wage opportunities?

From Occupational and Skills Shortage Report Summary, Strategic Skills Initiative
Overlapping Critical Skills for Top 5 Shortage Occupations
Judgment/Decision Making
Active Learning
Science
Critical Thinking
Monitoring
Coordination
Writing
Social Perceptiveness
Time Management
Reading Comprehension
Instructing
Learning Strategies
Troubleshooting
Speaking
Equipment Selection
Repairing
Service Orientation
Operation Monitoring
Active Listening
Equipment Maintenance

From www.online.onetcenter.org
Maintenance skills:

Equipment Maintenance, Repairing, Troubleshooting, Operation Monitoring, Quality Control Analyisis, Equipment Selection, Installation, Operation and Control, Technology Design, Reading Comprehension, Critical Thinking, Coordination

Registered Nurse skills:
Active Listening, Reading Comprehension, Critical Thinking, Instructing, Speaking, Time Management, Service Orientation, Monitoring, Social Perceptiveness, Writing

Practical and Vocational Nurses-Licensed skills:
Active Listening, Reading Comprehension, Time Management, Writing, Critical Thinking, Monitoring, Judgment and Decision Making, Service Orientation, Speaking, Active Learning

Elementary School Teachers:
Instructing, Speaking, Learning Strategies, Reading Comprehension, Active Listening, Writing, Critical Thinking

Electricians:
Installation, Active Listening, Reading Comprehension, Troubleshooting, Equipment Selection, Repairing, Judgment and Decision Making, Time Management, Active Learning, Mathematics

General and Operations Manager
Active Listening, Management of Personnel Resources, Time Management, Judgment and Decision Making, Monitoring, Reading Comprehension, Speaking, Management of Financial Resources, Active Learning, Persuasion

Skills in Demand for Region 11
As of January 21, 2007

Rank	
1	Work As A Team Member
2	Manage Time Effectively
3	Apply Good Listening Skills
4	Adhere To Safety Procedures
5	Maintain Safe Work Environment
6	Acquire And Evaluate Information
7	Follow Customer Instructions
8	Move Heavy Objects
9	Perform More Than One Task At The Same Time
10	Follow Detailed Instructions
11	Serve Customers/Clients

12	Use Computer
13	Meet Deadlines
14	Apply Health/Sanitation Standards
15	Use Computers To Enter, Access & Retrieve Client Data
16	Follow And Give Instructions
17	Follow Government Regulations
18	Organize & Work With Detailed Office Or Warehouse Records
19	Keep Records And Maintain Files
20	Receive Payments & Make Change

Source: <u>Indiana Department of Workforce Development Customer Self Service System (CS3)</u>

- What is the educational attainment for the populous, including secondary and postsecondary education in the area/region and current high school graduation rates?

From Educational Information from Stats Indiana

2003 High School Graduates Higher Education Intent

Education Intent	Number	Percent
Graduates	4097	100%
Total to Higher Ed	3376	82.4
Four year Institution	2309	56.4
Two year Institution	873	21.3
Vocation/Tech Institution	194	4.7

Educational Attainment Population 25 years and older

Education Level	1990	%1990	2000	%2000
Less than 9th grade	27,429	10.7	16,020	5.9
9th to 12th, no diploma	38,232	14.9	32,096	11.8
High School Graduates (including GED)	99,991	39.1	104,169	38.3
Some College, no degree	40,452	15.8	53,976	19.9
Associate Degree	16,041	6.3	19,898	7.3
Bachelor's Degree	19,931	7.8	28,518	10.5
Graduate or Professional	13,799	5.4	17,013	6.3

Workforce Data Needs

- What workforce data is needed for the EGR related to workforce development and economic development? Provide suggestions for the collection and dissemination of this data.

Our local economic development partners have expressed a need to gather and track county specific data, which would aid each county in our region with their strategic planning. In particular, those areas outside of the metro designation receive less data collection.

Simply having data broken out on a county-wide basis would be a valuable planning tool. Additionally, we could benefit from data based on commuting patterns. IBRC tracks commuting data highlighting the top five counties commuting in and out of a county. Having workforce data which is aligned with those commuting patterns could be an important indicator of things such as which skills are moving in and out of a particular market.

As far as additional types of data, we would like to receive benefit information, shift information, shift wage information/differential, and union affiliations. RWB members are also interested in determining how the shortage projections compare against all of the advanced manufacturing industry.

In regard to collection, we believe that the easiest way to collect additional data would be to add questions to existing surveys. If new surveys eventually need to be added, then we would prefer telephone surveys, rather than mail surveys.

As far dissemination of new workforce information, we are using "Hoosiers by the Numbers" and email distribution.

We have taken a pro-active approach to bridging gaps in our workforce information. One need that has arisen in our region is information on supply and demand concerns for existing industries. We have begun partnering with University of Southern Indiana to address this need. As part of our WIRED initiative, we will be working to identify supply chains.

Our economic developers have found a need for data related to our efforts to recruit targeted industries, and matching our labor force to these industries we are strategically trying to recruit to the area. In pursuit of this type of data collection, we are exploring the possibility of partnering with the Chamber of Commerce of Southwestern Indiana to purchase Synchronist, an economic development, data collection tool, as part of our WIRED initiative.

Section 3 – Governance and Structure

The RWB must present a relationship chart that shows the interrelationships between the major entities in its workforce development system including the Chief Elected Official, the RWB, the Fiscal Agent, the Service Providers and the primary partners. It must also identify the primary committees, councils and workgroups that support the RWB including the purpose and short-term & long-term objectives for each entity.

See Attachment C.

Each WIA service provider for the EGR should be identified including the programs administered and the geographic area covered by the service provider. This must be presented in a matrix format.

SERVICE PROVIDER MATRIX

Service Provider	Programs	Counties
Vincennes University	WIA Adult WIA Dislocated Worker WIA In-School and Out-of-School	All Region 11

Section 4 – Operational Plans

A description of the one-stop (WorkOne) delivery system must be described with an emphasis on how it will address the workforce needs of the area. Details on how it will address business needs and workforce skill shortages are essential.

WorkOne Delivery System

All Adult, Dislocated Worker and Youth employment and training services are available in Economic Growth Region 11 at the following locations:

Work One Centers (Evansville and Vincennes)
Workforce Investment Act Services in the seven other regional offices

WIA Service Plan
- What Adult, Dislocated Worker and Youth employment and training services are available in the EGR? This is not limited to services through the WorkOne system.

  Standard WIA services are offered in each county in the region, including all Core, Intensive and Training (job search, referrals, informational services, supportive services, follow-up, comprehensive assessment, Individual employment plan, counseling and career planning, prevocational services, adult education and literacy, internships, work experience, occupational skills training, OJTs, skills upgrading and retraining).

  In addition, customers receive services targeting persons with mental, emotional, and physical disabilities, both adult and youth. Partners offer additional regional and area programs for homeless and those individuals with a history of drug abuse.

  Under our WIA service plan, SSI findings are considered. Our business services are geared toward resolving root causes of shortages. The RWB's Operations Committee and SSI/WIRED Committee are working on interactive career maps for healthcare and advanced manufacturing. The career maps will tie in WorkKeys and provide an interactive path that clients can access online.

- What is the availability (capacity) for each of those services?

  Services are available in all nine counties. Fully staffed offices are maintained five days a week in Vanderburgh, Knox, Gibson, and Dubois counties. The remaining five counties of Region 11 are served on an itinerate basis from our Hub offices in Evansville, Jasper and Vincennes. Clients are served on regular schedule in their home county and by arranged appointment as needed. The service provider is currently expanding the number of scheduled days in each of the outlying counties and working to continuously improve access availability to program services. Each area has access to services either through local telephone numbers or an 800 number.

- What services are available through the local WorkOne system? Provide a brief description of the services available with the eligibility criteria. Also include a matrix showing services by WorkOne centers and Express sites in the EGR.

   Adult, Dislocated Worker, and Youth services are available at each site and through each staff Coordinator and Generalist. Client eligibility is determined in accordance with current Workforce Investment Act legislation as implemented through Region 11 Standard Operating Procedures and Indiana Department of Workforce Development directives.

Service Matrix

LEAD COORDINATOR: NANCY SCHROERING PH# 812-827-1917	HOURS	STAFF	PHONE #	HUB SITE
DUBOIS -1419	DAILY 8:00 – 4:30	Sandy Friedman* Michele Vinson^ Carol Jahn^	719-8227 482-6690	1103 Main St. P.O. 664 Jasper, In 47546
GIBSON -1426	DAILY 8:00 – 4:30	Barbara Dobson* Tonja Khan^	386-7983	112 Prince St. P.O. 578 Princeton, In
KNOX -1442	DAILY 8:00 – 4:30	Pam Mason* Mandy Burnett Maggie Burke^ Michael McClure^	888-5882 888-4499 430-7016	WorkOne 310 N. 2nd P.O. 887 Vincennes. In 47591
PIKE -1463	TUESDAY 8:00 – 4:30	Pam Mason* Maggie Burke^ Michael McClure^	888-5882 800-560-3968 430-7016	TRI-CAP 809 E. Illinois St. Petersburg. In 47567
PERRY -1662	MONDAY 8:00 – 4:30	Sandy Friedman* Michele Vinson^ Carol Jahn^	719-8227 482-6690 800-560-3968	Ivy Tech 1031 31st St. Community College Tell City, In 47586
POSEY -1665	THURSDAY 8:00 – 4:30	Pam Mason* Maggie Burke^	888-5882 888-4499 430-7016	New Horizons 5525 Industrial Rd Mt. Vernon, In 47620
SPENCER -1674	TUESDAY 8:00 – 4:30	Sandy Friedman* Michele Vinson^ Carol Jahn^	719-8227 482-6690 800-560-3968	TRI-CAP 818 Madison Ave Rockport, In 47635
VANDERBURG H -1682	DAILY 8:00 – 4:30	Terresa Schnarr* Rose Castle* Annie Kaempe* Karen Daugherty# Christine Bryant^ Sheila Templeton^	598-0486 629-7079 424-4473 Ext # 207 & 230	WorkOne 700 E . Walnut St Evansville, In 47713
WARRICK - 1687	WEDNESDAY 8:00 – 4:30	Rose Castle* Terresa Schnarr* Annie Kaempe* Karen Daugherty #	629-7079 598-0486 424-4473 Ext #207 & 230	TRI-CAP 499 W. St Rd 62 Boonville, In 47601
ADMIN		Brent Woolwine Jacquie Catt Marquita Hamm	888-5737 888-5749	Vincennes University Po Box 887 Vincennes, IN 47591
1/22/07	^ = GENERALIST	# = RETENTION SPEC	* = COORDINATOR	

- For each program year covered by this plan, how many clients will be served using WIA funding?

    Our service provider has had difficulty determining how exactly how many clients they expect to serve. Their best estimate is that they will annually serve 200 Adults, 200 Dislocated Workers and 150 Youth. In addition, the service provider expects to see additional clients for follow-up activities.

- How many WIA clients will be served in each tier of service (Core, Intensive and Training)?

    Our service provider is unable to provide an accurate estimate of how many clients they will serve in each tier of service.

- What criteria does the RWB use for priority of adult intensive and training services when funds are limited? A description of the process for applying the priority of services should also be included.

    The service provider uses guidance from our Standard Operating Procedures. The approach of most in need and most likely to benefit; based on results of assessment activities, counseling sessions, and perceived personal commitment is used as a guide. The service delivery staff refers extensive supportive services and training costs through the program director to the Regional Operator for final approval of expenditure to maximize the effective use of limited funds

    From the Standard Operating Procedure:

    Dislocated Workers must show an inability to locate employment at the current DWD replacement wage.

    Adults must show an inability to locate employment at the current DWD replacement wage and meet one of the following criteria:
    1. Economically disadvantaged individual not eligible for TANF or food stamps
    2. The working poor (economically disadvantaged and employed)
    3. Former or current TANF recipients
    4. Food stamp recipients
    5. Single parent household with dependents who have not graduated from the 12th grade
    6. Ages between 18 – 21 or over 54 years of age
    7. Long-term unemployed 12 out of 26 weeks or have a poor work history as defined by DWD

8. Individual with a physical or mental impairment which is a substantial impediment to employment
9. No high school diploma or GED
10. Individual with family income below WIA self-sufficiency
11. Individual with a felony which is a substantial barrier to employment

- What is the RWBs definition of self-sufficiency?
  150% of local poverty level

- How will the WorkOne determine whether proposed employment leads to self-sufficiency?

  This will be determined through use of income projections within two years.

- How does the RWB's individual training account (ITA) system operate? Include allowable exceptions to ITAs and how those exceptions are determined to be exceptions and how they are processed.

  From SOPS

  Each customer can be awarded up to $3000 per enrollment year. This package will include: tuition, books, fees, tools, and additional training supplies. Exceptions may be made in writing to the WorkOne Operations Manager.

  Customers must meet the gateway from core and intensive services to training. Customer must have made a concerted effort to locate employment and his/her inability to do so without further training must be clearly documented in the file.

  Customers must have a comprehensive assessment and an IEP developed which includes a job search plan for post-training services.

  The customer needs to test at a reading and math level consistent with the requirements for the occupation chosen for training. A standardized test must be used by the service provider.

  A standardized occupational skills assessment needs to be given to insure the customer's interests, values, and abilities match his/her stated training goal.

  The training selected must be an in-demand occupation and must meet the customer's performance wage. The customer should be assessed to discover if he/she already has a marketable certification. Training can be obtained for

persons who have a credential if that credential is found to be no longer marketable.

The customer should complete a self-directed labor market study to find out more about the desired occupation and to ensure there is a demand for it in his/her local labor market.

The customer must apply for all available grants and scholarships. Customers will not be asked to seek loans for educational purposes.

Training will be limited to occupations on the local in-demand occupations list. If the customer wants, and his/her assessment supports the need for training in an occupation that is not on the list, the service provider will request a solid job offer from an area employer in writing. After the service provider verifies the job offer, the program director will review the request and has the authority to allow the customer to proceed with training. All contracts must be executed with a training institution on the statewide provider list. The service provider will forward a memo for record to the WorkOne operations manger with a copy of the contract.

The duration of the Individual Training Account will be not more than one year, not to exceed the end of the program year. Educational cost agreements will be issued either by the semester or quarter and will include the cost of books, fees, and other educational materials in addition to tuition. Exceptions to the ITC limit may be granted by the WorkOne operations manager following a written request and justification by the service provider staff.

1.   The customer must be enrolled in comprehensive assessment. The customer's training related financial assistance needs must be documented. This should include a budget. The budget should be reviewed to ensure the customer has enough personal survival income to stay in training through its duration. This budget will be updated prior to each school term to assist in re-determining need. The assessment should support the customers need for training. The assessment should also include, but not be limited to: Career Goals and Interests, Career Talents, Career Skills, Academics, Job-Seeking Skills, Job Keeping Skills, Life and Family Issues, Physical and Mental Health, Chemical Dependency Issues, and Legal Issues.
2.   The customer should complete a standardized reading and math assessment. These test scores should meet the minimum requirement for the selected occupation.
3.   The customer should complete an interest inventory to ensure their skills, values, and interest corresponds to their training goal.
4.   The customer should have an IEP which supports the need for training. The IEP should have a targeted job search plan as well.

5.   The customer should have applied for other grants and should be either unable to obtain these grants or the grants should be insufficient to cover the cost of the customer's education.

6.   The customer must select training in a demand occupation as stated on the local In-Demand Occupation List.

7.   The customer must select an educational facility on the state approved list.

8.   The customer must understand and agree to the statements in the Student Training Agreement. This agreement should be reviewed with the customer at the beginning of each semester.

The authorization for registration form will be completed and presented to the educational institution.

1.   A contract must be written for each funding source. Youth in need of training may access funds from youth dollars under classroom training or when appropriate, may be concurrently enrolled into the adult program for purposes of an ITC.

2.   The use of ITC's will be explained to the registrant during the completion of the IEP.

3.   A contract must be written for each funding source.

4.   Each contract will appropriate a specific dollar amount to the educational institution for training.

5.   The ITC will be used for all expenses associated with the training, such as tuition, books, fees, supplies, etc…

6.   Supportive services, tools, uniforms and equipment will not be included in the ITC

7.   Contracts may be modified to increase or decrease the total appropriation.

8.   Contracts may be written for the duration of one program year.

9.   At the end of the program year, the contract must be closed out.

10.   All contracts must be signed and dated on or prior to the effective date of the contract.

11.   A GPA of at least a 2.0 on a 4.0 scale must be maintained in order to obligate additional funds.

12.   Information about Pell Grants and other financial aid available to the registrant will be provided during the assessment process prior to the completion of the IEP. The registrant is required to file for financial aid.

13.   The case manager is responsible for preparing and submitting the exchange of financial aid information to the educational institution each quarter or semester.

14.   Three copies of the contract must be signed by the appropriate individuals (one to the WorkOne Operations Manager, one retained by the Service Provider, and one by the Educational Institution)

An ECA will be developed after the contract has been executed. Each ECA appropriates a portion of the total funds allocated in the contract,

Each ECA will be written for specific course work and a specific period of time.

Classroom training should be for a reasonable course load and the academic and or vocational skill should be attainable within the time frame and within the customer's abilities.

In NO instance shall an ECA be written to train a customer for a job that will pay less than performance standard objectives.

Certain training programs may be a progression from classroom training to a Quality Training Contract.

All costs associated with the training or the training environment, which is provided at no cost to the regular student, shall be the responsibility of the training institution.

An agreement must be prepared between the service provider and the customer concerning care and disposition of the tools, books, and non-consumable supplies should the customer not be employed following training or does not complete the training program.

For tools and supplies not available through the training institution, an additional training supplies form must be completed and accompanied with a check request. A copy must be sent to the WorkOne Operations Manager.

When entering into an ECA, the file must have documentation listing cost of tuition/attendance per credit hour or other method of determining cost for all programs offered by an educational institution, minimum admission requirements, required achievement levels, attendance policies, refund policies, and policies concerning the cancellation or dropping of classes after enrollment.

In no instance shall the customer be required to apply for or access student loans or incur personal debt as a condition of participation.

The educational institution must inform the service provider of the amounts and disposition of any HEA Title IV award, as well as other sources of financial aid for each customer. These funds must be expended before WIA funds can be accessed.

WIA funds cannot be expended on costs that already have been paid for by PELL Grant funds or other financial aid awards. PELL grant funds can be used for tuition or other educational related expenses. If a customer is receiving TANF and PELL, the PELL must be used for tuition.

If there is a change in the status of the ECA during the course of the agreement period, the ECA must be modified.

All ECAs must be modified to be customer specific and with the goal to secure full-time employment.

All customers enrolled in WIA training services must apply for all grants and financial aid available (excluding student loans).

Each customer must sign a release of information to authorize release of financial aid information, results of testing, recommendations and/or acceptance into any programs of the training institution, grades and midterm reports and copy of all diplomas, degrees, and credentials.

Customers must provide attendance sheets at a minimum of monthly; however, attendances sheets must be provided at more regular intervals if they are needed as backup documentation for supportive services.

A copy of the customer's grade report must be placed in the contract file at the end of each semester or summer session. The grade must also be entered as part of the customer's record.

Inconsistencies in the customer's attendance or failure to abide by the educational institution's policies or procedures will be immediately addressed by the service provider.

Changes in the customer's status must reported by the service provider staff to the WorkOne operators manager for purpose of contract monitoring.

Billing for reimbursement will occur after the drop and add period has concluded and will be consistent with the requirements of the institution that is usual and customary for other students

An educational institution found to be abusing the program shall be examined by the staff putting a notification in writing to his/her supervisor and management making recommendations to the WorkOne Manager.

Upon completion, a copy of the certificate or diploma should be placed in the contract file. A copy of the credential will be sent to the WorkOne operations manger for the purpose of contract monitoring.

A 5 panel drug screen will be conducted prior to entering into a contract with the training institution for all ITC candidates.

- How will the RWB/Regional Board insure quality services? Include plans and schedules for monitoring, plans and policies for corrective action and processes for the replacement of ineffective service providers.

Donna Martin has monitored the following counties: Posey, Knox, Pike, Dubois and Gibson. She will monitor Warrick, Spencer and Perry in February and Vanderburgh in March.

An exit interview with the service provider will be conducted in April, prior to the Oversight Division's monitoring for this region. Donna Martin has attempted to monitor one site per month.

The Standard Operating Procedure for monitoring was presented to the RWB for approval on January 26, 2007. It is as follows:

<div align="center">

SOP 06-14
Sub recipient Monitoring Policy
Standard Operating Procedures
Grow Southwest Indiana Region 11
Approval Date: 01/26/07

</div>

Purpose

To establish policy for monitoring and oversight of programs funded through the Regional Operator for Region 11's Regional Workforce Board.

Frequency

All RWB programs will be monitored at least one time per program year by the Regional Operator. Participant files will be reviewed using both electronic files and hard files. A minimum of 10% of all active files will be reviewed. Exited files may be reviewed as well. Site visits will be made to each site at least one time per program year. The service provider will receive an announcement of the site visit via e-mail or letter. The announcement will be sent no less than one week in advance of the site monitoring. Unannounced visits by the regional operator are permitted; however, service provider staff will not be responsible for absence of a staff person when this situation arises. All monitoring will be completed 60 days prior to the end of any program year.

Monitoring Procedures

Monitoring Reviews will be conducted in two parts
   1. Monthly Performance Reports

2. Formal Monitoring Reviews

Each month, the regional operator will prepare a performance report to share with the service provider and the oversight committee of the program's funding source.

As well, the regional operator will conduct a formal monitoring review for each funding source. The program monitor will review all data in both the electronic and the hard file. If the customer is enrolled in an ITC, OJC, or work experience, these files will be monitored as well. The data will be reviewed for timeliness and accuracy. Site visits will include an inspection of the building to insure adherence to ADA policies. The monitor will interview staff and has the option to speaking with customers who may be in the building for services.

A written findings report will be sent to the service provider within 30 days of completion of the monitoring. The service provider will be given 10 working days to correct or explain the findings and report back to the regional operator. Resolution actions will continue at the direction of the Regional Operator until all findings have been resolved to the satisfaction of the operator.

In addition, youth files will be monitored to ensure they are in compliance with child labor laws.

An informal entrance interview will be conducted at each on-site monitoring session. A formal exit interview between the service provider and the regional operator will be conducted when all sites have been monitored and all findings reports are closed. The service provider will receive a written notification of the interview.

OJT and Customized Training Contracts

The service provider must monitor each on-the-job-training (OJT) and customized training employer on-site at least annually, or once during the term of agreement in accordance with 20 CFR Part 667.410(a). Additionally, the chief elected official, in concurrence with the Regional Workforce Board, is responsible for conducting oversight on-site at least annually of local youth programs operated under this Act, to ensure both fiscal and programmatic accountability. It will be the responsibility of the regional operator's fiscal officer to ensure that this information is reviewed with the chief local elected official prior to the end of each program year.

Expenditure Monitoring

The fiscal agent for the regional operator will conduct ongoing monitoring of the expenditures under all programs.

Sub-Contracts

Sub-contracts will be monitored under the same guidelines as sub-recipients.

Corrective Action

In the event the performance of the service provider is below minimum standards, a corrective action plan will be developed to improve service provider performance. The regional operator will follow-up with additional performance monitoring to determine if the deficiency has been corrected. If the service provider is deemed to be in compliance of the corrective action plan, a letter will be sent advising that the correction action goals have been met.

If the service provider fails to correct the deficiency, the service provider will receive written notice that the program is to be placed on probation. The notice will indicate the effective date of the probation and the duration of the probation. The probationary period will not be less than thirty days or more than ninety days.
The service provider will be notified in writing five days before the probation period expires of one of the following:
   a. The probation will be terminated.
   b. The program will be terminated
   c. The probations will be extended for a period of time not to exceed ninety days.

- How will substandard or ineffective delivery of services by a service provider be determined?

Performance will be monitored by the operations manager and she will report this to the RWB's Operation Committee. The Committee will then decide on a corrective action plan. The service provider will be given a deadline to meet compliance. If the service provider fails to meet with the terms of the plan, the committee may seek a new service provider to deliver services.

Adult and Dislocated Worker Services
- What strategies are planned for the recruitment of adult clients?

   The Service Provider plans to monitor CS3 data; train supportive social service programs regarding our services; encourage referrals; use media presentations to increase community awareness; network with partner agencies and training institutions; and utilize office space and scheduled hours in partner location

- How will referrals (to and from partners and community resources) be used to maximize the effectiveness of services?

   The Service Provider plans to use TrackOne and interagency client staffing to maximize effectiveness and reduce duplication of effort; coordinate services and educate all on available services and keep updated contact information

The partner group in Vanderburgh County has developed a quick referral form which is identified by all the partners. It is quick and easy to use. This is used to identify a customer as coming from a partner agency and helps reduce the duplication of information on the customer's part. We plan to implement the process in Vincennes as well. TrackOne will help the service provider eliminate duplication of services from one county to another; however, it will not do much for other agencies as they do not have access to it.

- Does the RWB have specific plans to address literacy and/or low educational attainment with the adult population? If so, describe.

    Our Service Provider plans to make direct referral to federally funded Comprehensive Adult Basic Education Programs.

- What specific plans are in place to increase program integration within the WorkOne and with other community resources?

    Our Service Provider plans to explore interagency client staffing, community roundtables, support the development of community resource directories; and co-location in WorkOne sites. Office sites and specific hours have been established in each of the outlying counties, and the Service Provider is using questionnaires at alternative sites for additional access

    The Regional Operator will host an Agency Fair in the spring which will include all agencies and educational institutions in the nine county region. It is a day when representatives of these business come together to share information. All staff working for the agencies are asked to attend as well.

    Also, the Regional Operator has established a community-wide training every six months, in December and June. The planning sessions for these trainings consist of partners who volunteer to assist. Our partner, Career Choices Inc., is certified to issue CEUs through the State Health Professions Bureau.

Following is a summary of the Operator's first training activity:

Fifty-three staff were scheduled and 48 staff attended a 2-day in-service at WorkOne Evansville December 5th and 6th. The invitation was extended to all partners in the 9 counties making up Region 11. Partners attending were: Arbor, United Way, EVSC Early Child program, The Potter's Wheel, ECHO Housing, Lucas Place, Vocational Rehabilitation, Division of Family Resources, Department of Workforce Development, EVSC New Directions, Outreach Ministries, Indiana Legal Services, Vanderburgh County Health Department, University of Southern Indiana, Aurora, Department of Metropolitan Development, IVY Tech Community College, ARC, Career Choices Inc., Transitional Resources Inc., Gibson County Rehab Center, House of Bread and Peace, Covert Counseling Center, Division of Child Services, Hope of Evansville, and Youth Service Bureau.

The training was certified by the Health Professions Bureau, entitling participants holding a social work, therapist, or rehabilitation counselor license the opportunity to earn Certified Educational Units. Overall 96% of all attendees gave the sessions a rating of Excellent or Good in quality and presentation. The training was divided into 4 sessions. They are listed below:

Session One
Domestic Violence
Presenters: Donna Simco, Community Outreach Specialist with Albion Fellows Bacon Center
Christina Wicks, Victim Specialist with Albion Fellows Bacon Center
Focus: Understanding domestic violence and how to assist victims and friends and families of victim; Defining sexual abuse; Understanding the laws for sexual harassment; Assisting rape victims and their friends and families; how rape is handled through the legal system; Review of date rape drugs.

Session Two
Homeless Issues
Presenters: Cindy Allegra, Children's Therapist YWCA
Barbara Bennett, Homeless Liaison with EVSC
Kimberly Childres, Program Director for Lucas Place
Luzada Hayes, Executive Director with Aurora
Kat Isbell, Educational Specialist with Aurora
Natasha Nix, Case Coordinator with Aurora
Kerri Zeien, Executive Director with United Caring Shelters
Focus: Understanding homelessness and how to assist homeless clients. This presentation discussed services available in eleven southwestern counties.

Session Three
Legal Issues
Presenters: Sue Ann Hartig, Executive Director for the Legal Aid Society of Vanderburgh County
Garvin D. Senn III, J.D. Staff Attorney for the Legal Aid Society of Vanderburgh Co
Katherine Ryback, J.D. Staff Attorney for Legal Services Org for Southwest Indiana
Focus: Each presenter gave an update on laws and processes which pertain to social services customers in general. Sue Ann Hartig presented on custody issues; Garvin Senn presented on credit reports and consumer lending; Katherine Ryback presented on changes in the Medicaid and Medicare laws.

Session Four
Public Health
Presenters: Denise Corey, RN, Communicable Disease Director with the Vanderburgh Co. Health Dept.

Mary Jo Borowiecki, Supervisor of Health Education with the Vanderburgh Co. Health Dept.
Maddison Seib, Public Health Coordinator for the Vanderburgh Co. Health Dept.
Focus: Denise Corey gave an overview of health issues for the state of Indiana with a focus on southwestern Indiana. Mary Jo Borwieckie reviewed the services offered in the Vanderburgh County Health Department and services in some of the surrounding counties. Maddison Seib discussed epidemic diseases and how to prepare for pandemic outbreaks.

- How will the EGR coordinate rapid response activities with the workforce services for the area including coordination with statewide rapid response?

The EGR has developed a process to ensure coordination of rapid response activities in Region 11, and communication is the key to this process. A local rapid response team has been created with a member of each of the partners in the region identified as the person to help coordinate rapid response activities. The entities include the Regional Operator, the Indiana Department of Workforce Development, the IDWD Business Services representative for the Region and the Service Provider. This team shares information when any one of them learns of a dislocation in the region. A strategic planning session is then held to map out the strategy for rapid response activities. The team then meets with the employer (and the Union, if one is present) to work out the logistics of rapid response activities for the affected employees. The team continues to meet to assess the impact of the dislocation, to gauge the need to pursue additional funds, and to advise the company on the need to file a TAA petition.

- How will rapid response coordinate outreach to affected populations and coordinate orientation for those workers?

The local rapid response team meets with the company (and the Union, if one is present) for an initial on-site meeting. The purpose of this meeting is to work out the best time to conduct orientation sessions for the affected populations. This meeting also allows the rapid response team to obtain a list of employees who will lose their jobs, as well as employee contact information.
Every effort is made to have the employer allow the orientation sessions on company property while the employees are being paid. This ensures the greatest number of employees is reached. If this request is not feasible, a request is made to hold the orientations on company property just prior to or just after the employees shift. If this is not possible, a location close to the Company is sought out to conduct the orientation sessions.
Through the efforts of the local rapid response team an assessment is made of the need to include other members on the team for a specific dislocation. In one recent case, the Chamber of Commerce of Southwestern Indiana was invited to participate in the outreach efforts with the rapid response team. The efforts of the Chamber allowed the team to reach the suppliers of the initial company and provide rapid response activities to those companies as well.

If a Union is involved, they are utilized to ensure outreach to all affected employees. The Service Provider for Region 11 also makes every effort to contact all affected employees on an individual basis to inform them of the orientation and to encourage their attendance through the list provided by the company. A survey is conducted at the orientation to collect vital information on the needs of the population as well as to determine the employees that attended the event. The employees who were not able to attend are then contacted by the Service Provider to make sure they have the information disseminated at the orientation.

- What are the active TAA petitions for the EGR including the petition number, petition date, the company name(s), the number of affected workers and the class of workers covered by the petition? Petitions filed and pending federal review should also be listed.

  Our TAA representative at the WorkOne does not keep a list of active petitions. However, we were able to use the searchable database at DOL to identify the active petitions:

Number	Company	Location	Petitioners	SIC
60417	Whirlpool	Evansville	Company	3632
60641	Collis, Inc.	Evansville	Company	3496
60304	Gemtron Corp	Vincennes	Workers	3211
59518	Orion Amereric	Princeton	Company	3651
59386	Woodmaster, Inc.	St. Anthony	Company	2434
59376	Indian Industries dba Escalade	Evansville	IUECWA	3949
57726	General Electric	Tell City	Company	3621
56844	Design Institute	Jasper	Company	2514

- How are services for TAA participants coordinated with other services offered through the WorkOne?

  Our Service Provider offers a weekly case manager client review to ensure coordination.

- What actual major dislocations (50 or more workers) exist for the area or are projected for the time period covered by this plan? Provide the company's name (optional if projected), the number of affected workers and the class of workers covered by the dislocation. These projections must be based on solid information if employers are identified.

  Based on discussions with local management staff:
  One Evansville company plans to layoff 40 to 50 workers in April. This company's plant in Mexico is operational now and it is a matter of time before the Evansville location closes.

One of the TAA certified companies has been notified that their Evasnville jobs will go as production is moved to Mexico, with a long term plan to close the local plant.

- How are services for these dislocated workers coordinated with other services offered through the WorkOne?

    WIA case workers work closely with TAA case workers to coordinate services for Dislocated Worker customers. TrackOne has been an excellent source to ensure these services are not duplicated. The partner referral form makes referring customers to any partner agency easy for the case worker and the customer. It also allows for timely feedback.

Youth Services
- What percentage of the Youth allocation will be spent on in-school youth and what percent will be spent on out-of-school youth?

    30% in school and 70% out of school

- What recruitment strategies will be used for out-of-school youth?

    CS3 is used to screen for older youth. Partnering with other agencies who specifically work with youth is a good means for referral. Examples are Job Corp, Youth Service Bureau, Transitional Resources, and the Department of Family Resources. Youth will be encouraged to bring peers with them who may benefit from services.

    Historically, the number of out-of-school youth that our Service Provider has been able to enroll in the program has been low. They plan to market career training opportunities in conjunction with establishment of a point of interest marketing program; to develop strong relationships with social service agencies serving similar target markets; to coordinate and solicit for referrals from postsecondary and other training institutions; and to coordinate and solicit for referrals from Alternative and Adult Basic Education programs

- What strategies will be used to keep out-of-school youth active in the program?

    Our Service Provider plans to offer career training focused on youths' interest and local labor demands along with creative work experience activities and additional supportive services, to include tuition assistance and books

    Out of school youth will need to be contacted on a weekly basis to see how they are progressing with the employment plan. Youth will need to be involved in on-site workshops, training, and job clubs. They will be encouraged to bring peers with them. This will be used to keep them in services and also as a recruitment tool for new customers.

- How will the service providers coordinate with secondary schools and adult basic education programs to identify youth and to coordinate services?

    Our Service Provider plans to establish WorkOne Express sites at local High Schools and Alternative Education programs; to conduct orientation session to provide information on services; and to train secondary education staff on eligibility issues and appropriate referrals

    Contact will be made with this public school representative to work out referrals into the WIA system. Many schools have an on-site social worker who is usually willing to make a recruitment effort into WIA services on the service provider's behalf. GED and Adult Education programs are more acceptable to recruitment for purposes of employment. Contact will be made with these representatives to offer services to their students who meet eligibility,

- Provide the local definition of "deficient in basic literacy skills."

    The definition is "Below the 10th grade level on the TABE assessment."

- Provide the local definition of "requires additional assistance to complete an educational program, or to secure and hold employment."

    The definition is "Family below 150% of poverty level and lacking a significant work history; received free lunch; budget clearly indicates need; poor work history (for out-of-school youth)."

- Provide the local barrier that permits youth who are not low-income to receive youth services.

    The local barrier is "Lack of significant post-high school work history."

Pilot Projects
- What unique or pilot projects are being run by the RWB or WorkOne system in your EGR? This may include current or planned projects.

    The Region was just awarded a CAA pilot from IDWD. This program will address the heathcare shortage in our region by training Certified Nursing Assistants and other entry-level healthcare occupations. Additionally, the WIRED initiative will be implemented over the next three years.

- What is the scope of the unique/pilot projects, the benefits, the expected outcomes, the evaluation methodology, the amount and source of the budget? As appropriate, provide a synopsis of the level of success for the project.

  The final budget on the CAA project has not yet been determined. The RWB has committed a match of $50,000 and additional sources of match will be identified. The benefits to the region will be additional trained CNAs and other entry level healthcare positions.

  The WIRED grant could result in as much as a total of $4.1 million dollars for the region from Department of Labor. The benefit to our region, the Workone system and the state will include an intense comprehensive plan for all of our workforce development activities in this region.

- Are there pilot projects that the RWB would like to operate? Please list.

  With the seed money afforded by the WIRED grant, the RWB will be able to expand successful pilot projects across the region as appropriate. Just a few examples include our Amatrol elearing, the Heritage Hills Project Excellence and STEM initiatives.

  Additionally, our service provider has expressed an interest in operating a WorkOne Express pilot program at the Secondary School level. This project has been successfully implemented in Region 7.

Attachment A

GOALS:

1. Meet or exceed performance measures of Workforce Investment Act,
2. Meet or exceed objectives in the solutions of the Strategic Skills Initiative, and
3. Successfully develop and begin implementation of the plan submitted to Department of Labor, and receive approval of remaining 4.5 million dollar 2nd Generation WIRED grant.

In addition a preliminary draft of specific objectives for our RWB's WIRED grant is attached (Attachment B). These objectives were developed by the SSI/WIRED committee, and represent the planning that the RWB has done in preparation for its role as a 2nd Generation WIRED funded region. These goals will continue to be refined as our development of our SSI/WIRED initiative continues in collaboration with IDWD and Department of Labor and other consortium members.

Attachment B

Focus Area Goal: Strengthen Emerging Workforce

Objective: Incorporate WorkKeys Assessment into all High Schools

Currently: Indiana DWD funds High School Seniors.

WorkKeys in _#_ High Schools

Coordination w/ Princeton HS for in-service

Used at Heritage Hills?

Action Step: Identify High Schools not using WorkKeys

Incorporate WorkKeys into HS plans

Data: _#_ High Schools with _#_ students in Region #11

Lead: Statewide Coordinator, Martha Finch Anderson

Region to be identified

Deadline:

Focus Area Goal: Strengthen Existing and Emerging Workforce

Objective: Conduct WorkKeys profile on jobs in all major employers in the region

Currently: Indiana DWD funds this initiative

 _#_ jobs are profiled in _#_ employers

Action Step: Profile additional jobs with additional employers

Data: Major employers = 200 or more employees.

 _#_ employers with _#_ employees in Region.

Lead: Statewide Coordinator, Martha Finch Anderson

Region to be determined

Deadline:

Focus Area Goal: Strengthen Emerging Workforce

Objective: Incorporate STEM Training into all High Schools

Currently: _#_ schools in Dubois County have a "Project Lead the Way" STEM program.

Other STEM Projects?

Action Step: Research "Project Lead the Way" and report back on its funding status.

Data: Create plan and funding to expand STEM training in Region.

# of existing HS & # of students in STEM training and total # HS & students in Region.

Lead: Bob Grewe, Economic Development Dubois Co.

Deadline:

Focus Area Goal: Strengthen Regional Collaboration and Entrepreneurship

Objective: Targeted Economic Development

Currently: County or Multi-County ED organizations.

Action Step: Identify supply chains and needs of major manufacturers to see if local businesses could provide that work locally.

Business start-ups targeted to supply locally

Data: Research parts, suppliers and services needs of major manufacturers to identify opportunities for additional local supply.

Lead: Mohammad Khayum, USI

Deadline:

Focus Area Goal: Strengthen Regional Collaboration

Objective: Rebuild Strategic Skills Initiative (SSI) Consortium

Currently: Consortium activated in 2005 to identify skills needs and has not been kept active.

Action Step: Meet with Jim Julian, former facilitator, to identify SSI consortium members.

Reconvene meeting of SSI consortium members & new additions.

Data: List of companies and individuals in SSI consortium.

Lead: Jim Heck/Arin Mathies

Deadline: February 28, 2007

Focus Area Goal: Strengthen Existing & Emerging Workforce

Objective: Create mobile learning labs

Currently: Vincennes University planned to fund a mobile medic unit for nurse training, but the funding was cut from SSI grant. Amatrol can also provide equipment for a mobile unit to train in industrial maintenance.

Action Step: Research and seek funding for mobile learning labs.
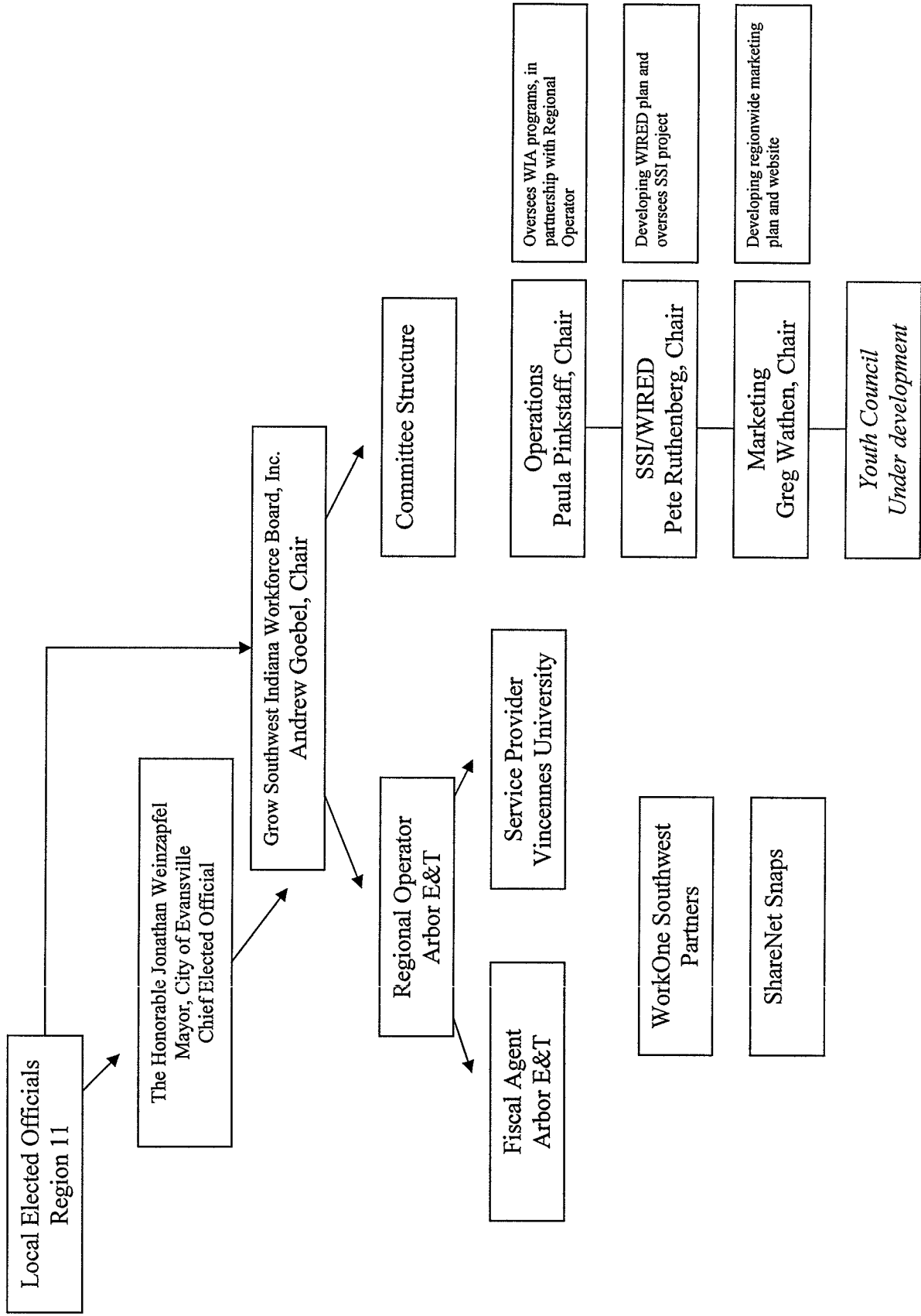
Data: Initial capital cost and ongoing operating cost of each proposed mobile learning lab.

Lead: Possible lead team for mobile medic could be consortium of nursing homes and SSI training providers. Lead for industrial maintenance would be contracted out.

Deadline:

Governance and Structure
Relationship Chart
Attachment C

```
Local Elected Officials
Region 11
        │
        ▼
The Honorable Jonathan Weinzapfel
Mayor, City of Evansville
Chief Elected Official
        │
        ▼
Grow Southwest Indiana Workforce Board, Inc.
Andrew Goebel, Chair
        │
        ├──────────► Committee Structure
        │
        ▼
Regional Operator
Arbor E&T
        │
        ├──────► Service Provider
        │        Vincennes University
        │
        ▼
Fiscal Agent
Arbor E&T
```

WorkOne Southwest
Partners

ShareNet Snaps

Committee Structure

Operations Paula Pinkstaff, Chair	Oversees WIA programs, in partnership with Regional Operator
SSI/WIRED Pete Ruthenberg, Chair	Developing WIRED plan and oversees SSI project
Marketing Greg Wathen, Chair	Developing regionwide marketing plan and website
Youth Council *Under development*	

Section 5 – Signature Page

The Chief Elected Official, the RWB Chair and the RWB Director must all sign and date the signature page.

The Honorable Jonathan Weinzapfel
Mayor, City of Evansville
Grow Southwest Indiana Workforce Board, Inc.
Chief Elected Official

2/14/07
Date

Andrew Goebel
Grow Southwest Indiana Workforce Board, Inc.
Chair

2/14/07
Date

Arin Mathies
Grow Southwest Indiana Workforce Board, Inc.
Executive Director

2/14/07
Date